



ESTABLISHING EMOTIONAL INTELLIGENCE AMONG DCBL EMPLOYEES

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ABSTRACT

EI is a buzz word in today's business scenario. It is one of the important field used in organizational and clinical psychology to read human mind or assess their emotions. It is essential to recognize employees' emotions to have a better understanding with top management. It eliminates procrastination and depression at work. Individuals with EI shows a vast difference from their colleagues. The present study deals with observing the emotional intelligence among DCBL respondents, Dalmiapuram, Tiruchirappalli district, Tamil Nadu. A sample of N=40 respondents have been chosen as the sample. Descriptive research design with the survey method provides opportunity to survey about the respondents' EI through disproportionate stratification sampling to collect the responses. The questionnaire was calculated for its reliability and construct validity and proves to be good. Employees from 18 departments includes, mining, administration, commercial, finance, quality assurance, human resources, health and safety, operations, packing house, instrumentation, production, electrical, technical, civil and public relations have responded the survey. A brief study about the demographic variable and dimensions of EI of DCBL respondents shows a higher emotional intelligence at their workplace.

KEYWORDS: Emotional Intelligence, Self-awareness, Self-management, Self-motivation, Interpersonal relationship, Decision making and Stress management.

1. BACKGROUND OF THE STUDY

Emotional Intelligence (EI) among employees help to come up with diversification in global environment. Reuven Bar-on, (2007), described that EI in organizations applied in areas like team work, employee's development, selecting EI personnel and business communications. Employees should develop their EI skills to handle their co-workers which helps in improving a productive organizational setup. Apart from learning technical knowledge, employee's should develops their EI to become dynamic anywhere. According to Bob wall, (2008), Team EI helps in interpersonal relationship skills, who are always empathetic and socially intelligent people. EI among employees is always providing multiple workplace skills. Those employees can be easily committed with workplace and always connected with people.

Calibrating one's emotional stability in organization will helps the top management and middle level employees to care their employees or line staffs under their supervision. So that, the employees can trust their subordinates and to be accountable while taking organizational decisions. EI is always based on dealing with self or intrapersonal emotions, especially at workplace it helps in employee engagement, resolving gender conflicts, co-operated and collaborated group dynamics, job satisfaction and so on. The present study focus on exploring the emotional intelligence among the employees in manufacturing sector like cement industries. Employees from DCBL (Dalmia Cement Bharat Limited), located in Lalgudi Taluk of Tiruchirappalli district, Tamil Nadu were chosen as the sample universe. 40 employees from DCBL were selected to conduct the study about exploring their EI in organizations. Through a structured questionnaire of 53 items are distributed them in-person and the responses are collected by the authors of the paper by themselves.

DCBL was established in 1935 and becomes officially operated from 1939, which is in the period of before independence of India. The present study was conducted in DCBL located in Dalmiapuram of Tiruchirappalli district, is the registered office for all the DCBL branches located in Indian states like Andhra Pradesh, Meghalaya, Assam, Jharkhand, Karnataka and Kerala. They produce cement especially for oil wells, bridges, dams, heavy buildings and railway sleepers. They were also produce thermal power, powdered milk, sugar and refractories. The authors have chosen DCBL, which is very near to their city. Hence it is convenient for them to conduct the research.

2. LITERATURE REVIEW

Sumathy.L, Madhavi.C and Felix. A.J.W., (2015), assessed in their report about decision making in employees that, it can be classified into several perspectives like, cognitive, psychological and normative. Cognitive decisions are in continuous process in which interacted within and outside the organizations, psychological decision are individual decision based on their need, values and preferences and normative decision based on choices which are also like psychological decisions. Employees with decision making skills can analyses any kind of problem around them by recognizing the causes of problems and provide optimal solutions. They can also help their colleagues to solve their problems also. Through decision making the employees are appreciated by their top management,

it helps a strong bond between their colleagues, and they can develop themselves with higher morale, encouraged with punctuality anywhere and expertise in making decisions honestly

Sumathy.L, Madhavi.C and Felix. A.J.W., (2015), explained that, self-management is comprised of self-administration and monitoring emotions. It is described as the application of emotional intelligence in one's behaviour to produce a change through self-control one's impulses. It helps in behavioral change to solve complex working issues, accomplishing long term jobs, breaking negative thoughts and helps in self-learning things that are used in behavioral change. Really it helps to get rid of negative emotions through self-support. People with self-management can manage their emotional queues in family and workplace. Observations of behaviour and action will provide a mind map about the solutions to all workplace issues, makes an employee develops better than others.

Caroline Ngonyo Njoroge & Rashad Yazdanifard, (2014), reported that self-motivation is expressed as motivating one's own behaviour and in others, encourage their strength in completing a task. It encourages one with organizational learning, builds up with positive attitude and helps one to tract their progress of work and their activities in personal achievement. It also helps to know one's self and also makes others to motivate. Motivated employees are innovative in completing a task. Self-motivated employees are identified with qualities like flexibility, positive attitude, performs consistently and self-empowerment. They can enjoy long working hours than their colleagues, highly committed and develops with leadership qualities.

Teja Jadhav and Shiv K. Gupta, (2014), described about self-awareness that, it strengthens the inner ability of the people and also weakens the unwanted impulses at workplace. It also mastering one's life style with emotional intelligence. It helps in controlling self-personality, behaviour and emotions in others. It will control one's word of action, thoughts, attitude, behaviour and change according to any circumstances. Self-awareness interprets through one's mind to direct them in all new possible ways in both personal and career. Employees with this ability themselves develops an intellectual awareness in focusing the causes of conflicts among colleagues and clarify them easily. Hence a workplace needs this efficient ability for a successful beginning of acquiring emotional intelligence at workplaces.

Mamta Gaur and Narges Ebrahim, (2013), defined about relationship management that, interpersonal relationship among employer and employees along with their colleagues. Employees with inter personal relationship, shows a transparency in communicating with others, involve in team activities, resolving confusions among others, exchanging of informations frequently, volunteer to challenging work, motivate their colleagues, aware of organizational politics, easily compromised with colleagues and love to work in open structured workplace instead of closed cabins. Managers or other top management officials should determine their employees' needs, they should balance their employee's work life, and they should maintain honest communication. Interpersonal relationship is comprised of with professional relationship among top management and

employees, employee's family relationship, employee's friendship among colleagues outside the organizations and balance relationship among clients and stakeholders of the organization

Saras Ramesar¹, et.al, (2009), expressed about stress management that, managing stress at work is highly essential for employees' psychological wellbeing to work happily. To manage or to regulate stress, do any creative work or volunteer to any social activities, it will helps to diver one's mind and easily regulate the stress. Stress among employees causes frequent absenteeism, late arrivals, following escapism at work, sometime prone to accidents during driving, unhappy family life and improper or overeating habits. All these things will correlates with negative emotions only. The causes of these emotions are may be partial working environment, failed expectation at work or in personal life, some kind of failure in projects and sudden organizational changes. Top management should eliminate these kind of stress related factors by train them with emotional intelligence by encouraging decentralized workplace, job rotation may be practiced, arrange meditation classes for employees, encourage employee's oriented decision making feedback, stimulate employees with realistic training and plan any vacation with colleague's families.

3. CONCEPTUAL FRAMEWORK

With the help of the reviews collected from both Indian and Foreign studies, the authors have been chosen a structured questionnaire developed by Reuvan Baron, (1995) and Daniel Goleman, (1997). The chosen dimensions for the present study are developed by Baron and Goleman namely, self-awareness, self-management, self-motivation, interpersonal relationship, decision making and stress management as shown in the fig-1. According to Goleman, (1997), self-awareness, is the ability to aware of self-emotions and in others, and reflects those emotions in a right way, self-motivation, is the ability to manage and monitor one's emotions to manifest other's inner emotions at work and in group and self-motivation is the capacity incorporating emotional knowledge to encourage themselves and others to perform a work. Goleman's and Baron's combined dimensions is interpersonal relationship. The term was coined by Baron, (1995), with the combination of Goleman's two competencies called empathy and social skills. It says about the way in which how an employee perceiving other's emotions and reacts to those emotions. Decision making is about how an employee focused a problem, choose potential solution and the way he/she applied those solution sin the organizational issues. Stress management is one of the important EI dimensions used in the study depicts that, EI techniques which are used to identify and control negative emotions, may erodes organizational relationship. EI provides ways to drove away negative thoughts, unwanted impulses at workplace and EI acts as a therapeutic solutions to all kind of organizational stress.

The reason for choosing all the above six dimensions is to explore the emotional intelligence among DCBL employees. Here employees have been selected from 18 departments of DCBL and all the three level of employees like top management executives, middle management coordinators or managers and employees were subjected to response the survey.

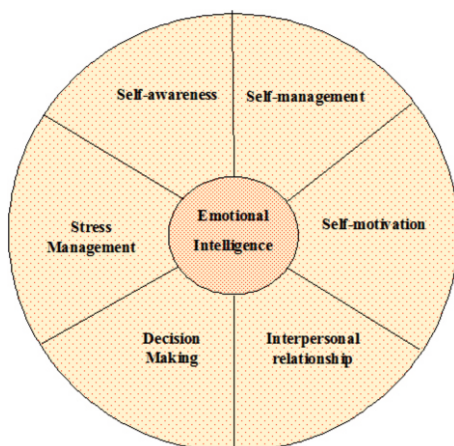


Fig-1. Dimensions of EI

Source: Daniel Goleman, (1998) and Reuvan Baron, (1997)

4. METHODOLOGY

The present study is based on descriptive research, adopted with survey method. Disproportionate stratification sampling is used to collect the primary data of the study from 40 employees of DCBL. The overall population of the DCBL employees are 808 permanent employees, allowed to conduct the study. Among the overall population 4.6% of the sample universe chosen for the initial study of a major research. This initial study was calculated with good reliability and validity, will be discussed in next chapter. The research questionnaire is already standardized by the developer s of the tool with higher factor loading. The tool was slightly modified and its validity is calculated again. 18 departments were the 18 stratum of the study, where the respondents chosen to answer the questionnaire.

The authors met them and had a face-to-face discussion with them and collect the responses from them. Likert's scaling techniques was used to rank the responses from them. Independent variables are identified as the respondents' personal profile and dependent variables are identified as EI dimensions.

5. RELIABILITY AND VALIDITY OF THE STUDY

Table-1 (a) Internal Consistent Reliability of Dimensions of Overall Emotional Intelligence

Reliability Statistics of the Study	Cronbach's Alpha coefficient (α)	Total No. of Items
	0.9357	53

Table-1 (a) shows that the reliability alpha value $\alpha=0.936$. According to George and Mallery, (2003), $\alpha>0.8<0.9$ indicates the reliability of a research comes with higher internal consistency, $\alpha>0.7<0.8$ indicates that the reliability of a research comes with considerable consistency, $\alpha>0.6<0.7$ indicates that the reliability is in average or acceptable consistency and $\alpha>0.5<0.6$ indicates that the reliability is not accepted to conduct the research. The present study is comes under higher internal consistency and with good reliability to conduct a research work.

Table-1(b) Reliability of Individual Dimensions of Emotional Intelligence

Dimensions of EI	Cronbach's Alpha (α)	Total No. of Items (53 Items)
Self-Awareness	0.808	9
Self-Management	0.788	9
Self-Motivation	0.882	8
Interpersonal Relationship	0.802	10
Decision Making	0.806	9
Stress management	0.973	8

Table-1(b) reveals that the reliability of the emotional intelligence individual dimensions namely, self-awareness with reliability of $\alpha=0.808$, self-management with the reliability of $\alpha=0.788$, self-motivation with the reliability of $\alpha=0.882$, interpersonal relationship with the reliability of $\alpha=0.802$, decision making with reliability of $\alpha=0.806$ and stress management with the reliability of $\alpha=0.973$. It is concluded that the, α value of all the dimensions of EI are having good internal consistency.

Validity of the study is construct validity. It is to examine about the theoretical construct of the research, that operational definitions of the dimensions of emotional intelligence reflecting the originality to generalize the claim of the study. The present study deals with item-total correlation method of construct validity, which validating individual items present in the dimensions of emotional intelligence, proves that, the individual Pearson's correlation of each items if the EI dimensions are greater than $R>0.6$, hence the validity of the study is accepted as 'good construct validity' to continue the research.

6. PROBLEMS AND OBJECTIVES

- To find out the demographic variables of the respondents of DCBL
- To find out the descriptive statistics of the respondent's on different aspects of EI in DCBL
- To find the inter-relationship among the various aspects of EI in DCBL

7. ANALYSIS AND FINDINGS

Table-2 Percentage Analysis Showing the Distribution of Demographic Variables of the Respondents of DCBL

Demographic Variables	Categories	Frequency N=40	Percentage (100%)
Gender	Male	40	100
Age	Upto 35 years	28	70.0
	35 to 44 years	8	20.0
	Above 45 years	4	10.0
Department	Operation	3	7.5
	Safety	1	2.5
	Production	4	10.0
	Electrical	7	17.5
	Instrumentation	3	7.5
	Mechanical	6	15.0
	Commercial	2	5.0
	Packing house	2	5.0

Demographic Variables	Categories	Frequency N=40	Percentage (100%)
Department	Civil	4	10.0
	Logistics	5	12.5
	Finance and accounting	2	5.0
	Quality assurance	1	2.5
Marital status	Married	28	70.0
	Unmarried	12	30.0
Educational Qualification	Diploma/UG	29	72.5
	PG	11	27.5
Job Category	Executive	35	87.5
	Supervisor	5	12.5
Experience	1-5 years	13	32.5
	6-10 years	17	42.5
	11-20 years	9	22.5
	More than 21 years	1	2.5
Monthly Income	15,000 to 30,000	14	35.0
	30,000 to 50,000	17	42.5
	50,000 to 70,000	7	17.5
	70,000 and above	2	5.0
Area of Living	Rural	15	37.5
	Urban / Semi-Urban	25	62.5
Type of Family	Nuclear family	29	72.5
	Joint family	11	27.5
Size of Family	1-3 members	22	55.0
	4-6 members	18	45.0

Table-2 shows that, all the respondents of DCBL are male, hence the gender of the respondents are 100% male respondents. 70% of the respondents belongs to age within 35 years, 20% of them belongs to the age group of 35 to 44 years and remaining 10% are above the age of 45 years. The respondents belongs to department are 17.5% of the respondents from electrical who are all the maximum respondents of the study, 15% of the respondents from mechanical, 10% of the respondents from production and civil, 12% of the respondents from logistics, 7.5% of them from instrumentation and operations, 5% of the respondents from commercial, packing house, finance and accounting each. 2.5% of the respondents from safety and quality assurance each. 70% of the respondents of DCBL are married and remaining 30% of them are unmarried. 72.5% of the respondents are holding the educational qualification of under graduation (UG) and UG diploma and remaining 27.5% of them are post graduates (PG). 87.5% of the respondents are executives and 12.5% of the respondents are supervisors. 42.5% of the respondents are having 6 to 10 years of experience, likewise 32.5% of the respondents are having 1 to 5 years, and 22.5% of them having 11 to 22 years and 2.5% of them are having more than 21 years of experience. 42.5% of the respondents earning their monthly salary upto 30,000, 35%, 17.5% and 5% of the respondents earning their monthly income of 15,000 to 30,000, 50,000 to 70,000 and 70,000 and above respectively. 62.5% of the respondents are from rural and semi-urban locality and 37.5% of them from urban locality. 72.5% of the respondents belongs to nuclear family and only 27.5% of them belongs to joint family. 55% of the respondents are living with 1 to 3 family members and 45% of them living with 4 to 6 family members

Table-3 Descriptive Statistics Showing the Distribution of Self-Awareness among the Respondents of DCBL

S.No	Self-Awareness	Mean	Standard Deviation
1	Happy in workplace	4.33	0.62
2	Self-aware to avoid conflicts with colleagues	4.13	0.61
3	Ensure to respect other's feelings	4.03	0.58
4	I can maintain others with comfort	4.18	0.64
5	Self-conscious in task execution	4.13	0.65
6	Self-assessing own emotions	4.05	0.64
7	Self-assurance in my self	4.05	0.68
8	Perceptive and focused	4.08	0.66
9	Assess a new colleague in very first time	4.00	0.60

Table-3 shows that the highest mean score and standard deviation of self-awareness of the respondents, $M=4.33 \pm 0.62$. Those respondents responded that they are happy at their work. It represents their higher self-awareness. The other variable also having the mean value greater than 4.0 also showing highest mean scores namely, self-aware to avoid conflicts with colleagues is $M=4.13 \pm 0.61$, ensure to respect other's feelings is $M=4.03 \pm 0.58$, I can maintain others with

comfort is $M=4.18 \pm 0.64$, self-conscious in task execution is $M=4.13 \pm 0.65$, self-assessing own emotions is $M=4.05 \pm 0.64$, self-assurance in myself is $M=4.05 \pm 0.68$, perceptive and focused is $M=4.08 \pm 0.66$ and assess a new colleague in very first time is $M=4 \pm 0.60$. The overall results concludes that the respondents from DCBL are having high self-awareness in their workplace

Table-4 Descriptive Statistics Showing the Distribution of Self-Management among the Respondents of DCBL

S.No	Self-Management	Mean	Standard Deviation
1	Self-regulate my emotions	4.13	0.61
2	I can tackle other's negative thoughts	3.93	0.69
3	Emotional stability helps in developing my professionalism	4.10	0.59
4	Organized and execute given tasks	4.10	0.67
5	I am self-disciplined	4.20	0.52
6	I can easily adapt to organizational changes	4.15	0.58
7	Effective task execution	4.00	0.68
8	I can finish off the tasks innovatively	4.28	0.45
9	Training programmes allow me to develop new ideas	4.00	0.68

Table-4 shows that, the highest mean score and standard deviation of self-management of the respondents is $M=4.28 \pm 0.25$. Those respondents responded that they can finish off the tasks innovatively. It represents their higher self-management. The other variable also having the mean value greater than 4.0 also showing highest mean scores namely, self-disciplined is $M=4.20 \pm 0.52$, easily adapt to organizational changes is $M=4.15 \pm 0.58$, Self-regulate my emotions is $M=4.13 \pm 0.61$, emotional stability helps in developing my professionalism is $M=4.10 \pm 0.59$, Organized and execute given tasks is $M=4.10 \pm 0.67$, Effective task execution is $M=4 \pm 0.68$, training programmes allow me to develop new ideas is $M=4 \pm 0.68$ and tackle other's negative thoughts is $M=3.93 \pm 0.69$.

Table-5 Descriptive Statistics Showing the Distribution of Self-Motivation among the Respondents of DCBL

S.No	Self-Motivation	Mean	Standard Deviation
1	Challenges in my career motivating me	4.43	0.50
2	Handling uncertainties through self-learning	4.33	0.66
3	Self-motivated and committed at work	4.23	0.62
4	Self-motivation through educational qualification	4.15	0.66
5	I can perform multi-tasking very well	4.20	0.61
6	I can catch the opportunities easily	4.35	0.58
7	Hopeful and attentive to fulfil organizational goals	4.13	0.61
8	I am dynamic and progressive	4.23	0.62

Table-5 shows that, the highest mean score and standard deviation of self-motivation of the respondents is $M=4.43 \pm 0.50$. Those respondents responded that challenges in their career motivating them at work. It represents their higher self-motivation. The other variable also having the mean value greater than 4.0 also showing highest mean scores namely, catch the opportunities easily is $M=4.35 \pm 0.58$, handling uncertainties through self-learning is $M=4.33 \pm 0.66$, self-motivated and committed at work and dynamic and progressive are $M=4.23 \pm 0.62$, perform multi-tasking very well $M=4.2 \pm 0.61$, hopeful and attentive to fulfil organizational goals $M=4.13 \pm 0.61$ and self-motivation through educational qualification is $M=4.15 \pm 0.66$

Table-6 Descriptive Statistics Showing the Distribution of Interpersonal Relationship among the Respondents of DCBL

S.No	Interpersonal Relationship	Mean	Standard Deviation
1	Self-rapport	4.23	0.53
2	Able to predict other's behaviour at work	3.90	0.67
3	Make others happy at work with entertainment	4.28	0.64
4	Help absentees to complete their left over work	4.23	0.58
5	Solve colleagues' problems	4.18	0.71
6	Happy to linked in social media with colleagues	4.18	0.55
7	Volunteer in organizational engagement activities	4.13	0.61
8	Recognize and perform regarding organizational changes	4.00	0.55
9	Able to tackle language problems at work	4.08	0.47
10	Make my leisure time useful with constructive chatting	4.13	0.56

Table-6 shows that, the highest mean score and standard deviation of interpersonal relationship of the respondents is $M=4.28 \pm 0.64$. Those respondents responded that they make others happy at work with entertainment. It represents their higher interpersonal relationship. The other variable also having the mean value greater than 4.0 also showing highest mean scores namely, self-report and help absentees to complete their left over work are $M=4.28 \pm 0.58$, solve colleagues' problems is $M=4.18 \pm 0.71$, happy to linked in social media with colleagues is $M=4.18 \pm 0.55$, volunteer in organizational engagement activities is $M=4.13 \pm 0.61$, leisure time useful with constructive chatting is $M=4.13 \pm 0.56$, able to tackle language problems at work is $M=4.08 \pm 0.47$, recognize and perform regarding organizational changes is $M=4 \pm 0.55$ and able to predict other's behaviour at work is $M=3.9 \pm 0.67$

Table-7 Descriptive Statistics Showing the Distribution of Decision Making among the Respondents of DCBL

S.No	Decision Making	Mean	Standard Deviation
1	Solve problems with optimal solutions	4.10	0.63
2	Equilibrium in decision making	4.13	0.72
3	Self-analyze before implement a decision	4.00	0.75
4	My officers will suggest informations and advices before process a decision	4.05	0.78
5	I having the freedom to convey my ideas to top management	4.03	0.77
6	Recognize the exact issue and choose optimal decision	3.98	0.66
7	Able to analyses other's internal desires through behaviour	3.95	0.75
8	Confidants in providing decisions	4.15	0.48
9	Analyze the decisions twice before implement them	3.85	0.74

Table-7 shows that, the highest mean score and standard deviation of interpersonal relationship of the respondents is $M=4.15 \pm 0.48$. Those respondents responded that they are confidants in providing decisions. It represents their higher decision making. The other variable also having the mean value greater than 4.0 also showing highest mean scores namely, Equilibrium in decision making

ing is $M=4.13 \pm 0.72$, solve problems with optimal solutions is $M=4.10 \pm 0.63$, officers will suggest informations and advices before process a decision is $M=4.05 \pm 0.78$, having the freedom to convey my ideas to top management is $M=4.03 \pm 0.77$, Self-analyze before implement a decision is $M=4 \pm 0.75$, recognize the exact issue and choose optimal decision is $M=3.98 \pm 0.66$, able to analyses other's internal desires through behaviour is $M=3.95 \pm 0.75$ and analyze the decisions twice before implement them is $M=3.85 \pm 0.74$.

Table-8 Descriptive Statistics Showing the Distribution of Stress Management among the Respondents of DCBL

S.No	Stress Management	Mean	Standard Deviation
1	Flexible in performing long working hours	4.13	0.69
2	Manages colleague's stress at work	4.25	0.49
3	Working hours are convenient	3.78	0.83
4	Mentally stable to perform well	4.00	0.75
5	Reach deadlines with patience	4.05	0.60
6	Meditations is preferred for happy work life	4.03	0.77
7	Workplace environment is satisfied	4.10	0.67
8	Manage my stress through proper organizing tasks at work	4.08	0.57

Table-7 shows that, the highest mean score and standard deviation of interpersonal relationship of the respondents is $M=4.25 \pm 0.49$. Those respondents responded that they are manages colleague's stress at work. It represents their higher stress management. The other variable also having the mean value greater than 4.0 also showing highest mean scores namely, flexible in performing long working hours is $M=4.13 \pm 0.69$, workplace environment is satisfied is $M=4.10 \pm 0.67$, manage my stress through proper organizing tasks at work is $M=4.08 \pm 0.57$, reach deadlines with patience is $M=4.05 \pm 0.60$, meditations is preferred for happy work life is $M=4.03 \pm 0.77$, mentally stable to perform well is $M=4 \pm 0.75$ and working hours are convenient is $M=3.78 \pm 0.83$

8. HYPOTHESIS AND RELATED FINDINGS

Hypothesis-1

There will be no significant inter-relationship among various aspects of EI among respondents in DCBL

Table-9 Pearson Correlation Matrix Showing the Inter-relationship among the respondents in DCBL

Emotional Intelligence		Self-Awareness	Self-Management	Self-Motivation	Interpersonal Relationship	Decision Making	Managing Stress
Self-Awareness	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	40					
Self-Management	Pearson Correlation	0.682**	1				
	Sig. (2-tailed)	.000					
	N	40	40				
Self-Motivation	Pearson Correlation	0.629**	0.687**	1			
	Sig. (2-tailed)	.000	.000				
	N	40	40	40			
Interpersonal Relationship	Pearson Correlation	0.696**	0.645**	0.663**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	40	40	40	40		
Decision Making	Pearson Correlation	0.614**	0.610**	0.628**	0.638**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	40	40	40	40	40	
Stress Management	Pearson Correlation	0.684**	0.673**	0.690**	0.654**	0.676**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	40	40	40	40	40	40

Table-9 shows that, r value > 0.06 , p -value < 0.05 , it indicates that, the Pearson's correlation matrix is positive and the dimensions of EI namely self-awareness, self-management, self-motivation, interpersonal relationship, decision making and stress management are having strong correlation among them and the hypothesis-1 is accepted at 0.05 level. Hence it is concluded that, there are significant inter-relationship among various aspects of EI among respondents in DCBL

9. CONCLUSION

The present study based on DCBL employees revealed that, maximum number of the DCBL respondents are within the age of 35 years and maximum number of them are married. The descriptive statistics shows about the level of EI of DCBL

respondents that, they are having higher self-awareness, hence they are enthusiastic at work, self-conscious and self-assessable at work. Through their self-management they can perform their job with their innovativeness, also they are self-disciplined at work, self-regulated, easily adaptable to organizational changes and stabilizing their professionalism through higher EI. Through their self-motivation DCBL respondents are likely to face challengeable tasks at work, by eliminating uncertainty resisting changes, performs multi-tasking, dynamic and progressive in nature. DCBL respondents have responded that they will make their colleagues happy at work through their interpersonal skills, They like to be linked in social media like Facebook, twitter and LinkedIn with their colleagues outside the organization too, they will volunteer any kind of organizational activities engaged by their management collaboratively and in their com-

mitment, they can tackle language problems in their business. Decision making skills makes them problem solvers at individual and team work, they can have the ability to observe the issues, address them and provides optimal solutions, they can also seek advice from their subordinated and they will speak out about the decisions to their subordinates without fear. DCBL employees are mentally healthier to solve stress related issues if any, they are satisfied their working environment, hospitality of management, solving dead-end projects easily, Tackle their colleague's stress related issues and they can work comfortable in working hours provided by DCBL. The overall study helps to observe about the EI of the DCBL respondents. It shows their higher EI, hence it is recommended that all the respondents should maintain this level of EI for their future success at manufacturing sector to combat with competitions with other manufacturers. The hypothesis related findings shows that there are significant correlation among the respondents' various aspects of EI in DCBL.

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